

Foundation Training Programme Director Induction Guide

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A Welcome from North West of England Foundation School Senior Leadership

Welcome to NHS England (NHSE) North West and congratulations on being appointed as a Foundation Programme Director (FPD).

Foundation training in the UK is one of the most exciting and privileged stages of a trainee pathway to supervise. Our Foundation Doctors deserve the best possible supervision and ongoing education. The Foundation Programme training team, as well as clinical and education supervisors all play a pivotal role in ensuring our Foundation Doctors experience a smooth transition from medical school, and the attainment of good foundations to enter the next stage of their medical career after completing F2.

As part of your welcome, we have put together this very brief guide to help embed you in your new role. The content of the guidance has been developed with recently appointed FPDs in the region, as well as those more established in their posts, and all FPDs and FPAs have been invited to comment and feedback on the guidance.

We hope you find the guidance helpful, but if you do have any questions, then please do get in touch. We're very happy to help.

We look forward to working with you and the rest of the Foundation Programme team in your local Trust.

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The NHS England North West Foundation School

NHSE North West Office is responsible for planning the delivery and ensuring the quality of postgraduate medical and dental education and training across the North West. NHSE North West Office is committed to the development of a medical and dental workforce that will support high quality patient care in Greater Manchester, Cumbria, Lancashire and Cheshire and Merseyside.

NHSE North West Office covers a geographical range from Kendal in the north to Crewe in the south and from Tameside & Glossop in the east to the Isle of Man in the west. We have responsibility for approximately 2,000 foundation trainees. NHSE North West Office has two offices (one in Manchester and one in Liverpool).

The Foundation Programme began in 2005 and originated from Modernising Medical Careers which set out the plans for the reform of medical training back in 2003. Foundation training took over from the previous Pre-Registration House Officer (PRHO) and Senior House Officer (SHO) years and forms a two year programme of broad-based general training known as Foundation Year 1 (F1) and Foundation Year 2 (F2), which forms the bridge between medical school and specialist/general practice training.

The North West of England School encompasses the former North Western and Mersey Foundation Schools and covers a geographical area stretching from Leighton in the South to Barrow in Furness in the North and Isle of Man to the West. With nearly 2,000 foundation training posts running in each training year this makes us one of the biggest single foundation schools in the UK.

Useful Tips and Insights

The following tips and insights have been gathered during discussions with newly appointed FPDs and Associate FPDs within the Region. We provide them as suggestions only, as it may be that they are not relevant to the way foundation programme leadership and management is organised in your trust.

- Set up (or join) a Whatsapp group for the Foundation Programme Team in your trust, including the previous FPD to support handover.
- Join the NSHE North West FPD Whatsapp group by emailing Dr Bhullar at ELHT Sukhbir.Bhullar@elht.nhs.uk
- If you want to contact other FPDs in the region, then contact the NW Foundation School Team for the email list: england.foundation.nw@nhs.net It needs updating frequently, so always best to contact the office for the most recent list!
- Attend the twice a year Sharing Best Practice Conference hosted by the Foundation School as it is a great way to meet other FPDs in the region. These conferences are full day events held within the North West region.
- It is likely that there is more than just you involved in Foundation Programme leadership and management, so ensure there is a clear division of responsibilities between the team, so everyone knows who should be replying to what emails (and therefore avoids duplication of effort, time and thinking!).
- Ask the Foundation Programme Administration Team if they hold a list of educational supervisors, clinical supervisors, and speciality tutors in your trust.
- To avoid emails being sent (and lost) to past FPDs, it is helpful if staff in the trust are aware of the outgoing and incoming FPDs. An email sent out to all the trust announcing the new FPD ensures that emails are sent and received in a timely manner. The DME or outgoing FPD are ideal colleagues to send out the email announcement.
- Introduce yourself to the foundation doctors, by email, as well as in person. If possible, attend the start or end of a teaching session to briefly introduce yourself. Ask the person delivering the teaching in advance if you can pop along before or after the session to introduce yourself.

North West of England Foundation School Foundation Programme Director (Induction) Checklist

This checklist is based on the NHSE North West FPD Job Description (see pg 11). It is designed to support FPDs in their role. The suggested timings of activities in the checklist are a guide only.

Within the first month	Activity	To Do	Done
1.	Have you met with the Foundation Programme Administration team i.e. Foundation Programme Manager/Officer/Administrator?		
2.	Have you informed the Foundation School of your appointment yet (england.foundation.nw@nhs.net)? The role of FPD is a joint appointment between the NHS Trust and NHSE.		
3.	Have you read the UK FPO Foundation Programme Curriculum?		
4.	Do your FDs have access to and are aware of: <ul style="list-style-type: none"> • Careers advice? • Counselling? 		
5.	Do you know who the local lead educators are e.g. the Director of Medical Education, GP Programme Director, Speciality Tutors, Clinical Tutors?		
6.	Have you asked existing members of the Foundation Programme if there are any FDs who are not meeting the required standards?		
7.	Do you know who the LTFT lead is in your Trust?		

8.	Have you familiarised yourself with the Foundation School's policies and procedures webpage, which is where you will find support and guidance for most things (Foundation Policies and Processes Health Education North West (nwpgmd.nhs.uk))		
Within three months	Activity	To Do	Done
1.	<ul style="list-style-type: none"> Do you know the content of the induction process for the Trust for F1s? Have you checked if an induction process exists for each post? Does each induction process highlight NHS Values? 		
2.	<ul style="list-style-type: none"> Do you know the process for FDs to provide feedback on placements? Does the feedback mechanism enable confidentiality? 		
3.	<ul style="list-style-type: none"> Map the local teaching programme and competency opportunities to the UK FPO curriculum. 		
Around six months	Activity	To Do	Done
1.	<p>Review the content of the foundation teaching programme in your trust.</p> <ul style="list-style-type: none"> Does the foundation teaching programme cover what is required according to the UKFPO? Use the e:portfolio to help evaluate the teaching. 		
2.	<p>Review the feedback from Foundation Doctors on the teaching programme.</p> <ul style="list-style-type: none"> Identify any action points arising. 		
3.	<p>Review how feedback is gathered from foundation doctors on the teaching provided.</p>		

	<ul style="list-style-type: none"> • Is the feedback mechanism useful to you? To those delivering the teaching? • Does the content and design of the feedback form for each teaching session need to be revised? 		
4.	<p>Review foundation doctors' attendance at teaching sessions.</p> <ul style="list-style-type: none"> • Remind all senior local educators of the need for foundation doctors to be released for teaching. • Speak with specific foundation doctors to explore reasons for low attendance at teaching. Identify if a follow up discussion is required with depts whereby foundation doctor attendance has been low. You may also wish to liaise with the NW Foundation Forum representatives when requesting and gathering feedback (contact.nwff@gmail.com) • Have clinical rotas and duties been arranged so that FDs can attend teaching? • Are local lead educators and trust HR dept aware of the timetable for foundation training so that routine activities are minimised during this time? 		
5.	<p>Review the feedback from FDs on their placements to monitor the quality of the programme.</p> <ul style="list-style-type: none"> • Identify any action points arising. 		
Around 12 months	Activity	To Do	Done
1.	Review feedback from Foundation Doctors on the learning environment, patient care, and quality of supervision they received. Identify any action points emerging.		
2.	Draft a Foundation Annual Review to demonstrate that the Trust programme is meeting the required standards and to develop		

	and implement action plans to address any areas of underperformance.		
3.	<ul style="list-style-type: none"> • Have all clinical and educational supervisors received training relating to their role? • Are clinical and educational supervisors aware of the local and national processes and documentation to be completed prior to full GMC registration, completion of foundation training and revalidation? 		
4.	Provide feedback to educational supervisors on the quality of their reports on foundation doctors' progress.		
5.	<p>Review training data including GMC survey to identify any trends emerging.</p> <ul style="list-style-type: none"> • Identify any action points arising. 		
6.	Have you checked the information available on internal and external sites about the local programme and training opportunities is up to date?		
7.	Are the ARCP processes in place compliant with the Foundation School's ARCP policies and processes (Foundation Policies and Processes Health Education North West (nwpgmd.nhs.uk))?		

Recommended Resources

The following recommendations are drawn from the FPD Job Description, as well as suggestions during consultations with recently appointed FPDs within the region, and those proposed by NW Deputy Postgraduate Dean, Professor Paul Baker. Where possible, those that are particularly pertinent to the Foundation Programme and Foundation Doctors have been included.

	Read...	To Do	Done
1.	NHS Values The NHS Constitution for England - GOV.UK (www.gov.uk)		
2.	UK FPO Foundation Programme Curriculum Curriculum - UK Foundation Programme		
3.	HEE (NW) Senior Educators Induction Slide pack: https://www.nwpgmd.nhs.uk/resources/senior-educators-induction or email: facultydevelopment.nw@hee.nhs.uk for a copy of the powerpoint slides (>500 slides)		
4.	The Gold Guide... ...This Reference Guide is for Postgraduate Specialty Training in the UK and is applicable to all postgraduate doctors in training on taking up appointments in specialty (including GP and Foundation) training which commenced on or after 3 rd August 2022. Regularly updated. Gold Guide - 9th Edition - Conference Of Postgraduate Medical Deans (copmed.org.uk)		
5.	NHSE North West Foundation School Policies and Processes Foundation Policies and Processes Health Education North West (nwpgmd.nhs.uk)		
6.	GMC Trainer Standards Criteria for trainer recognition - GMC (gmc-uk.org)		

	Attend...	To Do	Done
1.	Foundation Programme Sharing Events... ...in order to keep up to date with current best practice in adult learning techniques. Med Ed Leaders Med Ed Leaders		
2.	Developing Excellence in Medical Education Conference. Typically held in Manchester. Bi-annually. https://www.demec.org.uk/		

	Access...	To Do	Done
1.	E-learning for health: www.e-lfh.org.uk/ Has modules relating to education and supervision such as training for clinical and education supervisors of foundation doctors.		

	Join...	To Do	Done
1.	Medical Education Leaders <i>(Previously known as National Association for Clinical Teachers)</i> https://mededleaders.co.uk/ Membership subscription is covered by postgraduate budget.		

North West of England Foundation School Foundation Programme Director Job Description and Person Specification

Job Description

Title:	Foundation Programme Director
Accountable to:	NHS England North West, Workforce, Training and Education Directorate, North West School of Foundation Training and Physician Associates.
Reporting to:	Director of Medical Education (DME) and Local Associate Dean
Remuneration:	1 x session of PA per 30 FDs (rounded to the nearest WTE)
Tenure:	3 years (with review after 12 months), renewed a maximum of three times

This job description is correct at time of publishing (2024) but could be liable to change following an on-going review of posts within NHSE North West Office.

Job Summary

The Foundation Programme Director (FPD) is responsible for the overall management and quality control of the Foundation Programme in the Local Education Provider (LEP) (Acute, Mental Health and Primary Care trusts). The postholder will work with the local lead educators to ensure that each placement/track of the programme meets the required standard for training and that each trainee is able to access a comprehensive range of experiences and resources which will enable them to meet the requirements of the curriculum and gain the competencies necessary for full GMC registration and completion of Foundation training.

The postholder will work closely with the other FPDs for effective development and implementation of strategy and practice across the school, through involvement in the formal and informal forums for debate and updating, as well as ensuring that their LEP is appropriately and adequately represented in recruitment of Foundation trainees as well as those involved in any aspect of Foundation training.

The post holder must be on the GMC Register with a minimum of one year's post-CCT experience. They must also meet the GMC standards for educational supervisors, be engaged in active clinical practice and in the revalidation process.

Main Duties and Responsibilities

1. Programme Organisation

- 1.1 To ensure the provision of a high quality foundation training programme that meets GMC, and NHSE standards, supported by in-depth knowledge of the Foundation curriculum.
- 1.2 To ensure all posts are set within high quality learning environments which ensure safe patient care through excellent clinical supervision.
- 1.3 To work with the local lead educators (Directors of Medical Education, Clinical Tutor, GP Programme Directors and Specialty tutors) to ensure that each placement/track in the programme provides high quality experience and meet the educational and training competencies for the national Foundation Curriculum and the Gold Guide.
- 1.4 To ensure there is appropriate induction to the training programme, and to each post, for all new trainees, which highlights the NHS values and encourages trainees to reflect on how their values map to the NHS values.
- 1.5 To promote effective workplace learning that is learner-centred and makes use of current best practice in adult learning techniques.
- 1.6 To ensure there is high quality interactive teaching programme for all trainees and that trainees are able to feedback on the quality of the sessions.

- 1.7 To work with local educators and the Trust HR department to ensure that Trust staff are familiar with the requirements of the training programme and that trainees are released for the teaching programme.
- 1.8 To provide Foundation Annual Reviews to the local Foundation board and NHSE North West of England Foundation School to demonstrate that the programme is meeting the required standards and to develop and implement action plans to address any areas of underperformance.
- 1.9 To ensure that all clinical and educational supervisors have received appropriate training for their role as educators and assessors and that educational supervisors are familiar with the local and national process and documentation to be completed prior to full GMC registration, completion of Foundation training and revalidation.

2. Quality Management

- 2.1 To work with the Deputy Dean, Local Associate Dean and the Quality Team in the NHSE North West office where necessary, to monitor the quality of the programme. This will include ensuring there is an effective process for trainees to feedback on each of their placements, which may be confidential where necessary.
- 2.2 To work with the Deputy Dean and Local Associate Dean in implementing the NHSE North West office policy, criteria and standards for the appointment and re-appointment of supervisors to ensure GMC Trainer Standards.
- 2.3 To work with the Deputy Dean and Local Associate Dean to review training data including the GMC survey, identify trends and ensure that appropriate responses and actions are taken.
- 2.4 To assist the Deputy Dean in the preparation for NHSE North West Quality Management visits which may include members of the GMC in attendance.

3. Recruitment

- 3.1 To support the Foundation School in national and regional recruitment activities by ensuring representation from the LEP as stated and required by the School.
- 3.2 Ensure that the LEP is adequately and appropriately represented at centrally organised events related to recruitment, such as shortlisting days and interviews.
- 3.3 To produce materials and publicity information for trainees and prospective trainees about the local programme and training opportunities to ensure effective recruitment and that the information is regularly reviewed and updated.

4. Assessment

- 4.1 To work with the Deputy Dean and NHSE North West operational staff to ensure there are effective ARCP processes in place which are compliant with the Gold Guide.
- 4.2 To support educational supervisors in ensuring trainees collect the required documentation for their ARCP panel and provide feedback to educational supervisors on the quality of their reports on trainees' progress.
- 4.3 To support educational supervisors in ensuring ARCP panel recommendations for individual trainees are implemented.

5. Trainee Support

- 5.1 To deliver a high quality interactive half day teaching programme, the equivalent of four hours a week for all Foundation trainees and that their duties are arranged so that they are able to attend
- 5.2 To facilitate the effective and efficient organisation and delivery of teaching/education sessions
- 5.3 To identify and ensure the aspects of the specific and generic competencies that are best taught in a peer group setting and arrange a suitable programme
- 5.4 Link the educational teaching programme to the curriculum and map the competency opportunities
- 5.5 Work with the local lead educators and trust HR departments to ensure that trusts are familiar with the timetable for Foundation training and that routine activities are minimised for this period
- 5.6 Define the educational aims of each teaching session, consider the most effective educational method and most effective facilitator thereby producing a trainee centred interactive half day educational programme
- 5.7 Use the e-portfolio to evaluate the teaching programme, giving feedback clinical and educational supervisors and producing reports as appropriate
- 5.8 To ensure all trainees have access to well-informed and appropriate careers advice and counselling, liaising with individual Trust Careers Lead.

- 5.9 To ensure trainees have access to appropriate pastoral care that enables them to achieve their full potential.
- 5.10 To support trainees who are not meeting the required standards, ensuring they are identified early. This will include working with the local patch Associate Dean and the School Director/Deputy School Director for Trainees Requiring Extra Support (TRES), in line with the Professional Support and Wellbeing Unit.

6. Trainer Support

- 6.1 To support the Deputy Dean for Foundation Training, Associate Postgraduate Deans and Directors of Medical Education in the LEPs in ensuring all clinical and educational supervisors for the Foundation are appropriately trained and meet the GMC standards.
- 6.2 To work with lead educators in the LEPs to ensure they are well briefed on the Foundation Curriculum and Gold Guide requirements so that posts provide high quality experience that meets the UK Foundation Programme Office (UKFPO) and GMC standards.
- 6.3 Create and maintain effective communication links with Primary Care practices to facilitate the sharing of feedback from trainees to trainers.
- 6.4 Liaise with GP Associate Director or the local GP Programme Director (as appropriate) in the revisit/re-approval of GP Trainers.
- 6.5 Devise effective methods of selection, reselection and appraisal of clinical and educational supervisors in conjunction with HR departments (Recruitment and Selection), Clinical Directors and NHSE North West.
- 6.6 Ensure effective development of clinical and educational supervisors.

6.7 Maintain databases of clinical and educational supervisors including their potential to contribute to the half day programme and preparation for their role.

6.8 If the additional role of Associate FPD has been developed in the LEP to support the Foundation programme the post holder must;

Ensure that the line management and development of this role is within the FPD's role.

Ensure that the Associate FPD job description is developed in conjunction with the FPD job description to enable full coverage of the responsibilities, duties and benefits of the programme and trainees.

7. General

It is expected that the post holder will:

- Maintain a clinical commitment and GMC licence.
- Meet professional requirements for Continuing Professional Development and Revalidation.
- Ensure all mandatory training is current through their employer or the NHSE North West virtual learning environment.
- Proactively keep up to date with new and emerging local and national Medical Education documents and information.
- Be proactive in ensuring annual appraisal with the DME and obtain a report on their performance from the Deputy Dean for Foundation prior to their appraisal.
- Attend any development activities and regular updates organised by the School and NHSE North West office, including attendance at the Foundation Sharing Best Practice conference.
- Lead development projects and research on the Foundation programme by mutual agreement with the Deputy Dean for Foundation and share the results.
- Carry out all duties in accordance with NHSE North West's Equality and Diversity policy and strategy, acting in a way that provides a positive role model for trainees and other colleagues.

- Conduct their duties in accordance with NHSE North West's Health and Safety policy and in a manner that safeguards the health and safety of both self and colleagues.
- Handle personal and other electronic and manual data in accordance with the Data Protection Act 1998 and NHSE North West's policy. Data will be stored and handled confidentially and securely, utilised for only agreed purposes, and be subject to the access rights of individuals.

Note:

This list of duties is not exhaustive but indicates the main areas of work. This may be subject to change after consultation with the post holder to meet the changing needs of the organisation and to reflect the developing skills of the individual.

Working towards Equal Opportunities and Improving Working Lives Accreditation. Flexible working policies are in operation.

Foundation Programme Director for the Foundation Training Programme

Person Specification

PERSON SPECIFICATION CRITERIA	ESSENTIAL	DESIRABLE
Qualifications	<p>Primary medical/dental qualification</p> <p>At least 5 years' experience as a registered medical practitioner; consultant, general practitioner, mental health consultant</p> <p>On the GMC Register</p>	<p>Educational qualification such as a postgraduate certificate diploma or Masters in Medical Education.</p>
Employment	<p>Current substantive post as a registered medical practitioner, consultant, general practitioner, mental health consultant</p>	<p>Previous or current appointment as a leader in medical education</p>
Special Knowledge/ Experience	<p>Previous experience and training in clinical and educational supervision</p> <p>Experience of working with doctors in training in an educational context</p> <p>Experience of educational leadership and innovation</p> <p>Demonstrable track record of delivery in service and education</p> <p>Experience in training & understanding of recruitment and selection processes</p> <p>Trained and experienced in Equality and Diversity in the last 3 years</p>	<p>Previous experience in an educational leadership role</p> <p>Awareness of funding streams for postgraduate education</p> <p>Good understanding of current health social and education policy</p>

<p>Aptitudes</p>	<p>Empathy and understanding of student and trainee problems</p> <p>Flexibility</p> <p>Good communication skills</p> <p>Good time management and organisational abilities</p> <p>Understanding of change management</p> <p>Ability to exercise diplomacy and tact</p> <p>Ability to mediate and negotiate</p> <p>Ability to maintain effective and productive working relationships with colleagues</p> <p>Ability to establish academic credibility</p> <p>Ability to manage complexity</p>	
<p>Other</p>	<p>Ability to travel to external meetings/events as required by the role</p> <p>Commitment to support and participate in the medical education committee in the LEP as required</p> <p>Commitment to support the GP Associate Director with review of the GP practices for F2 trainees</p> <p>Commitment to support and participate in Foundation School activity as required</p>	

Example of Associate Foundation Programme Director Job Description

Some trusts devise their own job description according to how the leadership for the foundation training is organised. Below is an example of a job description written by a trust where there was a Foundation Programme Director (FPD) and an Associate Foundation Programme Director.

Associate Foundation Training Programme Director

1 PA per week (two posts)

Operational responsibilities

The post will work alongside the current FPD, with shared responsibility for the foundation trainees. We would ask that the PA is scheduled and predictable and preferably on a Tuesday or Wednesday PM to coincide with foundation teaching. Office space will be provided in the EDTC and a laptop made available if required. This post will be appointed to for 3 years in the first instance, dependent upon satisfactory annual educational appraisal.

Along with the FPD, you will have shared responsibility for the foundation trainees with respect to

Teaching

1. teaching programme for F1 and F2 :
 - a. Design teaching programme against National foundation curriculum.
 - b. Ensure required number of protected teaching hours are provided.
 - c. identify teaching faculty and personally contribute to teaching as and when required.
 - d. Review feedback and develop accordingly.
2. Give face to face teaching to new foundation educational supervisors on ePortfolio and requirements of role
3. Overview arrangements for the F1 induction week, attend sessions as required.

Careers guidance

1. Careers lead for foundation doctors., including
 - a. Group careers guidance.

- b. Annual interview preparation for F2's ahead of ST applications.
- c. Individual careers guidance as required.

Sign off / ePortfolio

1. mid-year review of progress.
2. Participate in the final ARCP panels.

Pastoral care / guidance

1. Be available to meet with trainees in need of support.
2. Attend meetings of Professional Support Group (frequency quarterly).
3. Deputise for FPD as required.

Committees / meetings

1. Attend trust Medical Education Committee meetings (quarterly).
2. Attend meetings of trust Professional Support Group (quarterly).
3. Share attendance at HENW Sharing Best Practice events (3 events, 5 days in total).

Accountability and support

You will work with the FPD and be accountable to the Director of Medical Education, who will conduct your annual appraisal.

You will be fully supported by the Medical Education Manager and the postgraduate team.

You will be expected to attend some of the Foundation Sharing Best Practice Conferences.

Organisational Structures for Foundation Programme Team

There are various ways that trusts organise the leadership and management of the Foundation Programme. Below are some examples that have been gathered from colleagues in trusts from across the region. The organisation of the leadership and management for the Foundation Programme is decided at local trust level.

Example 1: Split years (2 people)

Doctor A: FPD for Yr 1

Doctor B: FPD for Yr 2

Example 2: Cohort-linked

Doctor A: FPD for Yr 1 (first year in post) and FPD for Yr 2 (second year in post)

Doctor B: FPD for Yr 2 (first year in post) and FPD for Yr 1 (second year in post)

Example 3: Split responsibility (2 people)

Doctor A: FP Director

Doctor B: FP Deputy Director

Example 4: Split responsibility (3 people)

Doctor A: FP Director

Doctor B: Associate FPD for Yr 1

Doctor C: Associate FPD for Yr 2

Example 5: Split years (3 people)

Doctor A: FPD for Yr 1

Doctor B and Doctor C: FPDs for Yr 2

Outgoing Foundation Programme Director Handover Template

The following template is based on suggestions from recently appointed FPDs. It has been informed by NHSE North West Job Description for the FPD role. The aim is for the outgoing FPD to share any significant matters with the incoming FPD and capture any decisions made, and/or advice/guidance to support the incoming FPD in the role, and smooth the transition for all involved. One FPD suggested that the completed template could then act as a focus for initial meetings with clinical and administration colleagues involved in the Foundation Programme.

Aspect of JD	Any Outstanding / Ongoing Matters	Key People to Contact	Any Recommendations / Plans Discussed / Proposed Next Steps
Programme Organisation			
Quality Management			
Recruitment			
Assessment			
Trainee Support			
Trainer Support			
General			

